2002/2003 to 2004/2005 Corporate Human Resource Plan

for the Alberta public service

March 2002

(Updated October 2002)

103-06062/

2002-2005 CORPORATE HUMAN RESOURCE PLAN

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March 2002

Related Government Business Plan Goal

Goal 8: Our workforce will be skilled and productive.

Vision

Cabinet has endorsed a vision created by Deputy ministers for the Alberta public service:

The Alberta public service is respected for its attitudes, knowledge and skills, its effective management of public policy, and its dedication to achieving quality, affordable services for Albertans.

Achieving the Vision

Deputy ministers also outlined five foundation goals that require organizational supports to achieve the vision:

Alignment	We need to ensure the goals and behaviours of individual employees are aligned with department and government goals.
Commitment	We need to introduce processes that build employee commitment to government goals and values.
Competence	We need to make sure the organization has the knowledge, skills and abilities to accomplish current and future business plan goals.
Versatility	We need to ensure Alberta public service employees can adapt to meet changing needs.
Well-Being	We need to ensure the Alberta public service is an attractive employer for current and potential employees.

Purpose

To build a strong Alberta public service of the future.

The Challenges

Fiscal environment: The fiscal environment directly impacts implementation options and approaches.

Impact of Change: Ongoing environmental and organizational changes impact current and future leadership needs at all levels across the public service.

Talent Shortages: Demographic issues within a tight labour market impact the attraction and retention of talent within the public service.

Corporate Human Resource Development Strategy

Performance Management/HR Planning

Objective: Ensure the management of human resources in the Alberta public service continues to be aligned with government and department goals and priorities.

The 2002/2003 Strategies

1. Promote the alignment of employee performance management and human resource planning with government and department goals and priorities.

Building Leadership Capacity

Objective: Enhance leadership capacity at all levels of the Alberta public service through an integrated and coordinated approach that fosters a culture of leadership, continuous learning, and service excellence.

The 2002/2003 Strategies

1. Integrate existing initiatives and emerging leading practices into a corporate approach to address current and future leadership development needs at all levels in the Alberta public service.
2. Continue to implement leadership development/continuity strategies targeted to Corporate Executive Development and other target groups.
3. Enhance employee capacity to deliver excellent service to Albertans.

Attracting and Retaining Talent

Objective: Develop attraction and retention strategies to effectively position the Alberta public service to respond to human resource needs created by growing competition for scarce human resources.

The 2002/2003 Strategies

1. Integrate existing initiatives and emerging leading practices to attract talent.
2. Retain talent through the continuous improvement of the work environment.

Classification/Collective Bargaining

Objective: Provide a strategic approach to dealing with cross-department classification issues and collective bargaining in a manner that is responsive to business plan needs of the Alberta public service and is compatible with government's fiscal direction.

The 2002/2003 Strategies

1. Continue conversion of the non-management classification plan to a point rating system.
2. Implement Letters of Understanding as negotiated through 2001 collective bargaining.

2002 – 2005 CORPORATE HUMAN RESOURCE PLAN FRAMEWORK

POLICY	2002-05 GOALS	2002-05 OBJECTIVES	2002-05 MEASURES	2002/2003 STRATEGIES
The Government of Alberta ensures employees understand and receive feedback on how their work contributes to the achievement of government goals.	**Alignment**: To ensure the goals and behaviours of individual employees are aligned with department and government goals.	Employees understand government goals and priorities.	% of employees who understand how the work of their department contributes to government business plan goals.	Promote the alignment of employee performance management and human resource planning with government and department goals and priorities.
		Employees understand their roles and how they fit in.	% of employees who understand how their work contributes to their department's business plan.	
			Demonstrated linkages between dept. human resource plans and all relevant DM contract criteria and corporate human resource plan priorities.	
The Government of Alberta compensates, rewards and recognizes employees based on their contributions to business objectives; the government's need to attract, motivate and retain a capable workforce; and the fiscal environment of the Province.	**Commitment:** To ensure employee commitment to government goals and values.	Employees have clear performance measures and expected outcomes.	% of employees who report their organization helps them know and understand how well they are performing.	Integrate existing initiatives and emerging leading practices to attract talent.
			% of managers who report they are able to attract the talent they need.	Continue conversion of the non-mgmt. classification plan to a point rating system.* Implement Letters of Understanding as negotiated through 2001 collective bargaining.*
		Employees receive formal and informal recognition for their contributions.	% of employees who receive recognition for their contributions to progress on business plan goals.	
The Government of Alberta selects and retains the most suitable individuals based on competence and ability to meet the organization's needs.	**Competence:** To ensure the organization has the knowledge, skills and abilities to accomplish current and future business plan goals.	Employees identify and develop the skills they will need to succeed.	% of managers who report their employees have skills to meet current and future needs.	Integrate existing initiatives and emerging leading practices into a corporate approach to address current and future leadership development needs at all levels in the Alberta public service.
		Employee learning and skill development is expected and supported.	Employees' assessment of organizational support for their learning to meet current and future needs.	Enhance employee capacity to deliver excellent service to Albertans.
The Government of Alberta is committed to becoming a learning organization and will create continuous learning opportunities for its employees	**Versatility:** To ensure Alberta public service employees can adapt to meet changing needs. (Supplemental measures included on page 6)	Departments anticipate and respond to future human resource needs.	Number of work experience, co-op and internship placements.	
			Succession plans in place for key positions.	Continue to implement leadership development/continuity strategies targeted to Corporate Executive Development and other target groups.
		Movement within and across departments is used to promote learning from different experiences.	Number of developmental moves for staff (executive and other managers). Development plans in place for Corporate Executive Development participants.	
The Government of Alberta provides a safe work environment and supports the well-being of employees.	**Well-Being**: To ensure the Alberta public service is an attractive employer for current and potential employees.	Employees are satisfied with their employment in the Alberta public service.	% of employees who are satisfied with their employment in the Alberta public service.	Retain talent through the continuous improvement of the work environment.
		Employees receive support for their own safety and well-being.	Achieve targets that promote employee safety and well-being.	
			% of managers who report they are able to retain the talent they need.	

MEASURING OUR PROGRESS

Data sources include the Corporate Employee Survey denoted by * and department reports denoted by**

	Measure	2000-01 Results	2001-02 Results	2002-03 Targets
Alignment	% of employees who understand how the work of their department contributes to government business plan goals. *	71%	77%	75% ***
	% of employees who understand how their work contributes to their departments' business plan. *	78%	81%	82%
	Demonstrated linkages between department human resource plans and all relevant DM contract criteria and corporate human resource plan priorities. **	Linkages in place	Linkages in place	Linkages in place
Commitment	Percentage of employees who report their organization helps them know and understand how well they are performing. *	68%	67%	70%
	% of managers who report they are able to attract the talent they need. *	N/A – new measure	46%	50% (03/04 - 55% 04/05 – 60%)
	% of employees who receive recognition for their contributions towards business plan goals. *	53%	56%	50% *** (03/04 – 55% 04/05 – 60%)***
Competence	Percentage of managers who report their employees have the skills to meet current and future needs. *	92% 81%	90% 80%	90% or higher 80% or higher
	Employees' assessment of organizational support for their learning to meet current/future needs. *	76% 66%	79% 67%	73% *** 62% ***
Versatility	Number of work experience, co-op and internship placements. **	562	478	450+
	Succession plans in place for key positions. **	Plans in place for all executive positions reporting to the DM	Plans in place for all leadership critical positions reporting to ADM	Plans in place for all executive positions reporting to the DM
	Number of developmental moves for staff. **	29 Exec mgrs 154 Other mgrs	17% of Exec mgrs 10% of other mgrs	5% of Exec mgrs 5% of other mgrs
	Development plans in place for Corporate Executive Development participants. **	N/A – new measure	N/A – new measure	Plans in place for all participants.
Well-Being	% of employees who are satisfied with their employment in the Alberta public service. *	85%	84%	82% ***
	% of managers who report they are able to retain the talent they need. *	N/A – new measure	53%	55% (03/04 – 60% 04/05 – 65%)
	Promote employee safety and well-being: *IMAGIS database*			
	• Work days lost (per 100 person calendar years worked)	N/A – methodology revised	53.8 days	53.8 days
	• Lost time claims rate (per 100 person calendar years worked)	N/A – new measure	1.7 claims	1.7 claims
	• Time lost due to general illness (avg. days lost per employee)	4.4 days	4.2 days	4.2 days
	• LTD incidence rate (new claims per 1000 employees)	13.9 claims	11.8 claims	11.8 claims

*** Targets adjusted to conform with new methodology to ensure good reporting practice and to comply with the 2003 enhanced specified auditing procedures of the Office of the Auditor General.

APPENDIX 1: EXISTING SUPPORTS AND STRATEGIES

Success in meeting our objectives relies on effective corporate supports and departmental implementation. Existing supports and department implementation strategies are listed below.

	Corporate Supports	Department Implementation
Alignment / Commitment	Performance Management Framework Alberta Public Service Roles and Competencies *Responsibilities and Resources for Managers and Supervisors* Code of Conduct and Ethics Premier's Award of Excellence *First Choice* Flexible Benefits Management Rewards Strategy	• Ensure all employees develop performance plans that are linked to the department's business plan goals. • Ensure all employees develop and report on meaningful performance measures. • Provide regular communication to employees about government and department priorities and goals. • Establish recognition programs that address both formal and informal recognition initiatives. • Encourage high performing teams to submit applications for the Premier's Award of Excellence and other prestigious awards. • Provide information and regular communication to all employees on the new roles and competency requirements. • Seek feedback from employees on aspects of the work environment, on a regular basis.
Competence / Versatility	Alberta Public Service Competency Model Ambassador Program Internship Program Corporate Learning Strategy Leadership Development Toolkit *Career Management* Guidebooks Senior and Executive Managers' Program Management Development Program Alberta Interchange Program Executive Search Program	• Use competencies as a tool in selection, targeting development, and assessing performance for all employees. • Use targeted marketing/recruitment strategies to attract new talent to the APS. • Hire new graduates as interns. • Participate in work experience and co-op programs from post-secondary institutions. • Introduce targeted learning strategies. • Promote awareness of the Leadership Development toolkit. • Provide coaching and other supports for learning and leadership development. • Facilitate movement of staff within or across departments. • Encourage every employee to prepare an annual learning plan and report on results. • Develop a departmental human resource plan with leadership continuity strategies.
Well-Being	Employee Assistance Program Employee Support and Recovery Assistance Program Occupational Health and Safety Program *Home on the Job – Telecommuting in the Alberta Government* *The Job Share Guidebook for Employees and Supervisors*	• Advise the Human Resources Branch when employees are away for ten days or more, as part of the Employee Support and Recovery Assistance Program. • Enforce and reinforce safe work practices. • Take steps and involve employees in resolving health and safety issues. • Accommodate employees' needs for workplace flexibility. • Regularly assess the organizational climate and introduce strategies to respond to employee issues or suggestions.

APPENDIX 2: USEFUL REFERENCE MATERIALS

Reference	Source
Corporate Human Resource Strategies	http://www.pao.gov.ab.ca/corporate/
Guide to Human Resource Initiatives in the Alberta Public Service	http://www.pao.gov.ab.ca/infocentre/working-in-govt/hrinitiatives
Performance Management Framework	http://www.pao.gov.ab.ca/performance/perfmgmt/
Employee Information	http://www.pao.gov.ab.ca/infocentre
Leadership Development Toolkit	http://www.pao.gov.ab.ca/toolkit/
Responsibilities and Resources for Managers and Supervisors	http://www.pao.gov.ab.ca/knowledgefair/general-resources/hr-guidebook.pdf
Strategic Human Resources Management: Human Resource Accountability Framework	http://www.pao.gov.ab.ca/infocentre/working-in-govt/strategic/strategic-hr-management.pdf